CLR 250: Course Introduction Material

Course Objective:

- At the conclusion of this course, you will have the knowledges, skills, and abilities to conduct and support effective and efficient Capabilities-Based Assessments (CBAs) in support of the Joint Capabilities Integration and Development System (JCIDS).

CLR 250: Course Introduction Material

- What this training does for you
  - As a CBA Team Leader or member, you will be providing invaluable information to the decision makers in the JCIDS process. Select each item below to read about the importance of this training:
    - Why is this important?
      - Standardized DoD-level training presents terminology correctly and develops a common understanding (and lexicon…) so we can all be sure we are communicating effectively about challenges, processes, and goals. CBA team members must apply generic processes to ensure we meet our goals to be interoperable in the face of current and future threats. We all need consistent approaches and priorities as we shape new warfighter capabilities.
    - What is our Goal?
      - One of our goals is to avoid the mistakes of the past when the individual Services had incompatible communications and conflicting procedures. The Joint Requirements Process exists to avoid such mistakes. This training helps you improve your knowledge and skills so you deliver the CBAs necessary to begin the process of meeting warfighters' requirements.

CLR 250: Course Introduction Material

- You will cover the background concepts, skills, and challenges involved when researching, planning, conducting, and reporting CBAs.
- Defense Acquisition University (DAU) designed this course for:
  - DoD military and civilian managers, federal employees, and DoD support contractors – anyone who is eligible to serve on a CBA Study Team.
- Insert tab or link to a short video with a welcome message from XXXX. In this video, XXXX speaks about the importance of a successful CBA effort.

CLR 250, Lesson #1: CBA Background – Learning Objectives

- Terminal Learning Objective (TLO):
  - By the conclusion of this lesson you will be able to define Capabilities-Based Assessments (CBAs) and explain their context within the JCIDS process.
- Enabling Learning Objectives (ELOs):
  1. Recognize the three official CBA definitions and purpose as well as a simplified working definition
  2. Explain how CBAs fit into the JCIDS and identify the JCIDS documents supported by the CBA.
  3. Describe the difference between the methodology and emphasis of the six types of CBAs, highlighting the "Quick Turn" CBA.

Capabilities-Based Assessment – Three Official Levels of Definition (#1)

- "**The CBA is the Joint Capabilities Integration and Development System analysis process.** It answers several key questions for the validation authority prior to their approval: define the mission; identify capabilities required; determine the attributes/standards of the capabilities; identify gaps; assess operational risk associated with the gaps; prioritize the gaps; identify and assess potential non-materiel solutions; provide recommendations for addressing the gaps."

-Source: CJCSI 3170.01G, 1 Mar 2009, JCIDS, p. GL-3

- Brief historical context on the formation of the CBA:
  - *On 20 October 2003, the Joint Requirements Oversight Council (JROC) issued a memorandum on a recently completed study of forcible entry operations. This memorandum directed that "…The Director, J-8, Joint Staff, in coordination with the Commander, US Joint Forces Command, and the Services, develop a Forcible Entry Joint Operating Concept (JOC) by 31 December 2003. Furthermore "…T**he Director, J-8, Joint Staff**, in coordination with the Services, use the JOC-derived tasks to conduct a **capabilities-based assessment** by 30 September 2004." [Source: JROCM 199-03, 2003]*

Capabilities-Based Assessment – Three Official Levels of Definition (#2)

- "**The CBA is the analytic basis of the JCIDS process. It identifies capability needs and gaps and recommends non-materiel or materiel approaches to address gaps.** A CBA may be based on an approved Joint Concept; a concept of operations (CONOPS) endorsed by the JROC, a combatant command, Service, or defense agency; the results of a Senior Warfighters' Forum (SWarF)*; or an identified operational need. It becomes the basis for validating capability needs and results in the potential development and deployment of new or improved capabilities." (Note: JCIDS calls for CBAs to be done in 90 to 180 days…)

Source: JCIDS Manual, Feb 2009, Updated 31 Jul 2009, p. A-1

- * ***SWarF Definition:*** *Senior Warfighter Forum. A SWarF is a collaborative body – generally consisting of Combatant Command Deputy Commanders – that organizes, analyzes, prioritizes, builds consensus and makes decisions from the joint warfighters' perspective on complex capability, resource and standards issues.*

Source: CJCSI 3137.01D. P. A-12

  - Note: start audio narrative here immediately after this slide appears…

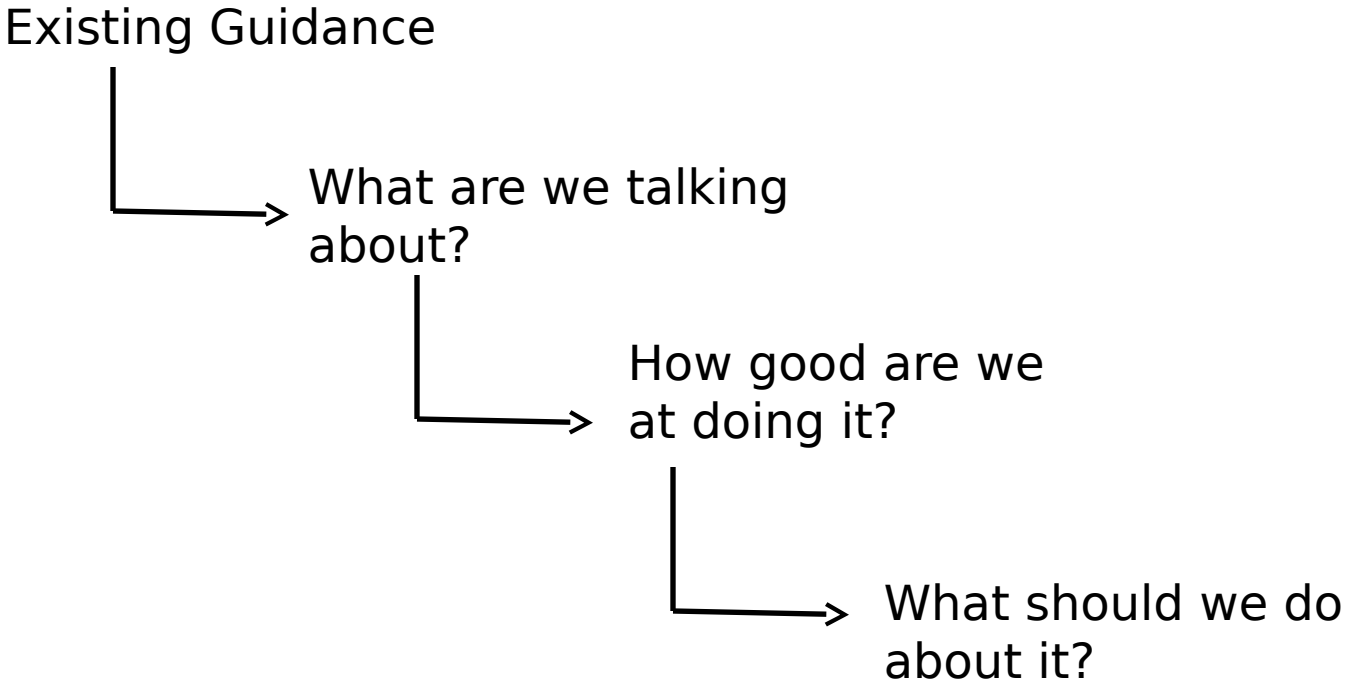
Capabilities-Based Assessment – Three Official Levels of Definition (#3)

- "**The CBA identifies**: the capabilities and operational performance criteria required to successfully execute missions; the shortfalls in existing weapon systems to deliver those capabilities and the associated operational risks; the possible non-materiel approaches for mitigating or eliminating the shortfall, and when appropriate recommends pursuing a materiel solution."

Source: J-8 CBA User's Guide, V3, Mar 2009, p. 4

  - Note: start audio immediately after this chart appears

Conceptually, What The CBA Really Boils Down To:

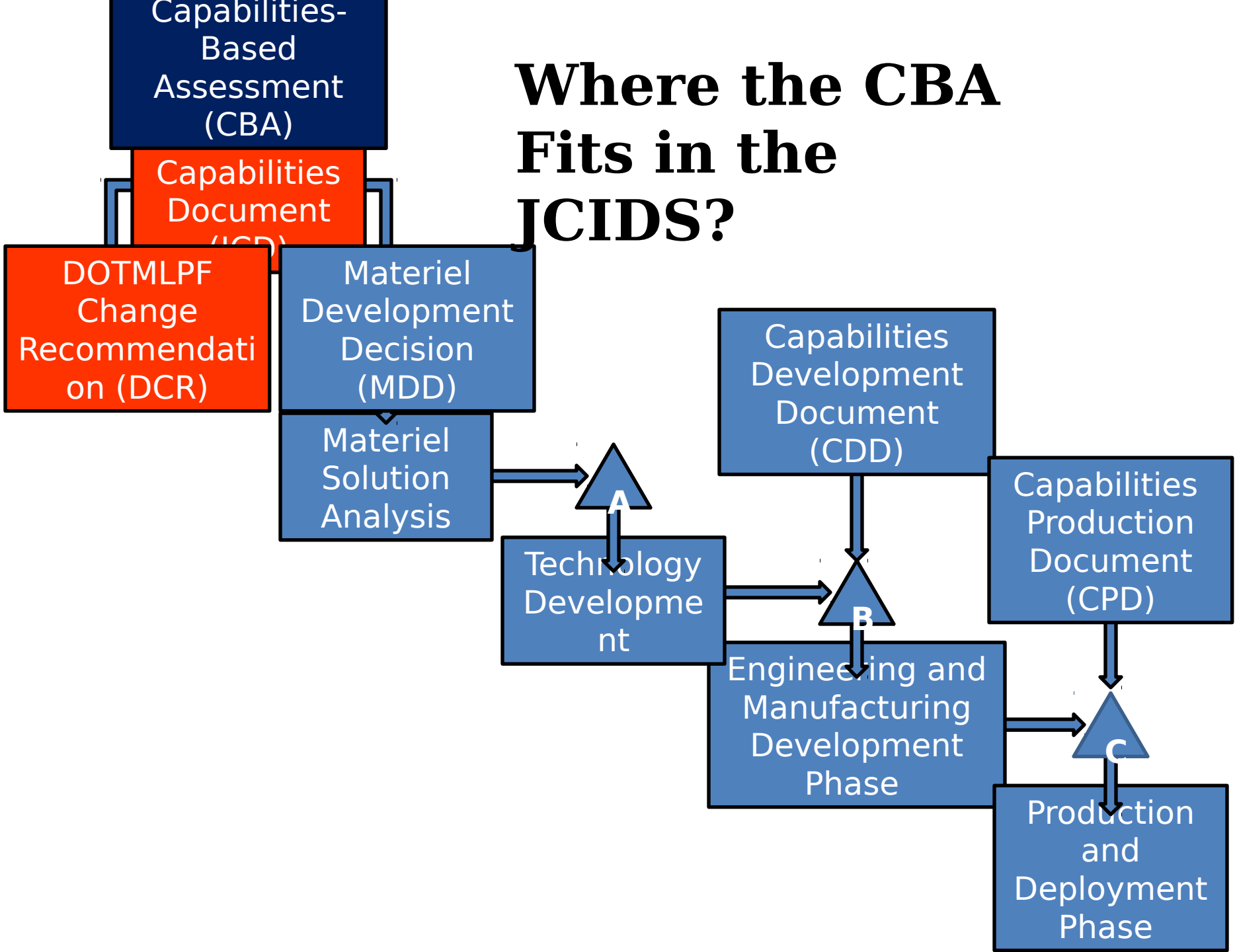


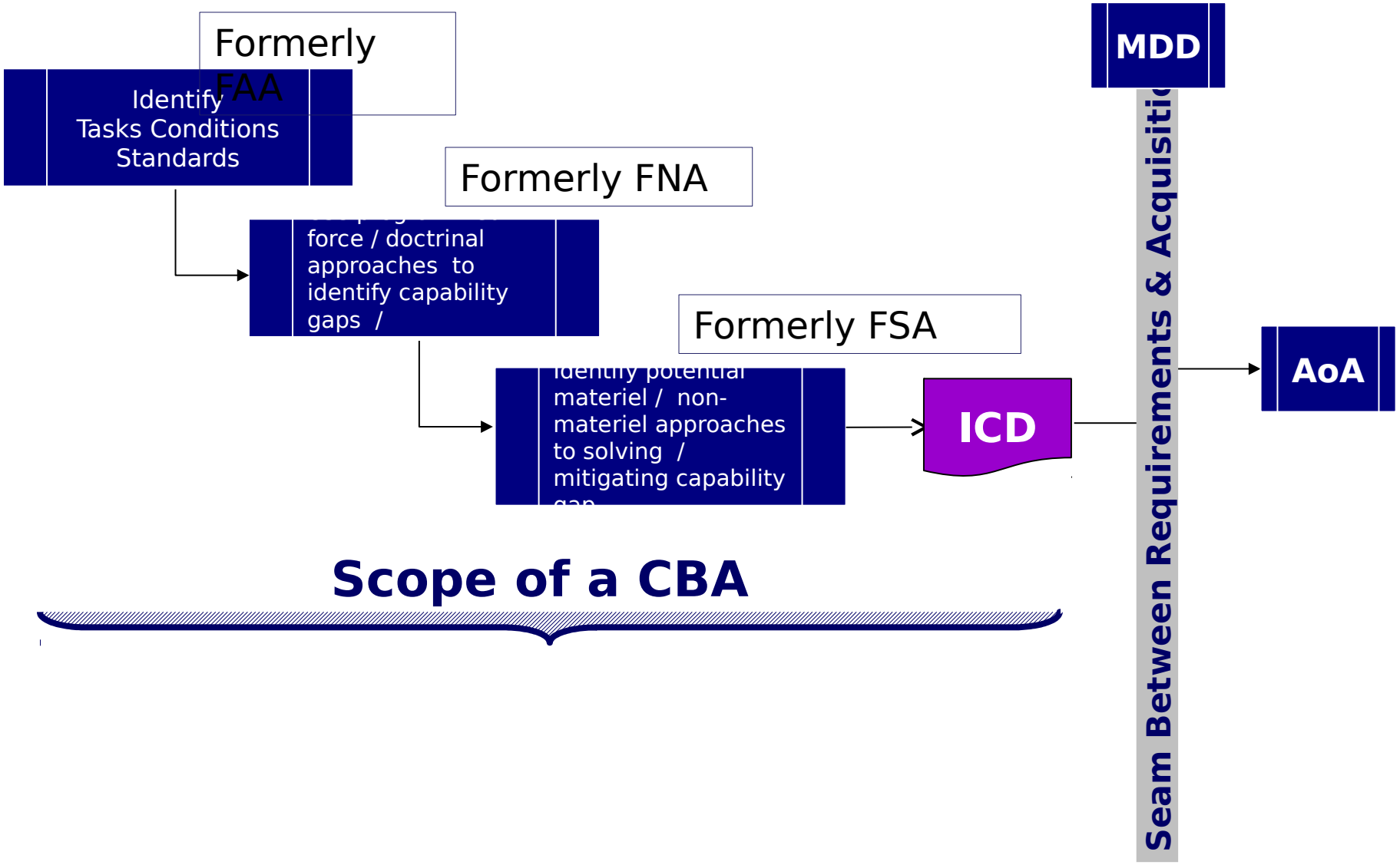
Knowledge Review

- Please select the correct answer.
  - CBAs identify which of the following? Select all that apply

A. Key questions for the validation authority
B. Capabilities required
C. Identify and assess potential non-materiel solutions
D. All of the above

Where the CBA Fits in the JCIDS?




Formerly FAA
Identify Tasks Conditions Standards
Formerly FNA
force / doctrinal approaches to identify capability gaps /
Formerly FSA
materiel / non-materiel approaches to solving / mitigating capability
ICD
MDD
AoA
Seam Between Requirements & Acquisitio
Scope of a CBA

Do ICDs or DCRs Always Result From CBAs?

- No!
  - "Now, there are many approved ICDs that do not have something called a CBA associated with them. Some of this is due to validation of needs that predate JCIDS; in other cases, the decision to address a capability gap was either proven by actual combat, seized upon due to a technological opportunity, or simply mandated due to other existing evidence.”

Refresher on What a DCR Looks like?

- Create and insert a link here progressively showing the parts of a DCR outlined in the notes below:

- Create a link here to the Army’s Aerial Sensor and Relay (ASR) CBA Final Report

- Create a link here to Joint Engineer Operations Course (JEOC) DCR

Refresher on What an ICD Looks Like?

- Create and insert a link here progressively showing the parts of an ICD outlined in the notes below:

- Create a link here to the Integrated Unit, Base, Installation, Protection (IUBIP) Interoperability ICD

Non-Materiel Approaches That CBAs Recommend (through DOTMLPF Change Recommendations - DCRs)

- Doctrine
- Organization
- Training
- Materiel
- Leadership & Education
- Personnel
- Facilities

Materiel Approaches That CBAs Recommend (through Initial Capability Documents - ICDs)

- Development and fielding of Information Systems
  - (or similar technologies with high obsolescence rates) or evolution of the capabilities of existing information systems
- Evolution of Existing Systems
  - with significant capability improvement (this may include replacing an existing system with a newer, more capable system, or simple recapitalization)
- Breakout Systems
  - that differ significantly in form, function, operation, and capabilities from existing systems.

Knowledge Review

- Please select correct answer.
  - Which of the following is not a solution to a capability gap identified in an ICD?

A. Proposals for non-materiel solutions
B. A listing of applicable joint functional areas and planning scenarios
C. A listing of applicable service capabilities and timelines
D. Capability attributes and metrics

Knowledge Review

- Please select the correct answer.
  - CBAs are the program initiation documents approved by the JROC.

A. True
B. False

What are the Main Types of CBAs?

- Apply tabs here for each of the 6 CBA Types listed below:

1. CBAs based on operational shortcomings we have already experienced;
2. CBAs based on perceived future needs (including the failure of programs in place to address the future needs);
3. CBAs to provide a unified look at a mission area;
4. CBAs to examine an operational concept proposed by a particular community;
5. CBAs to broadly examine a functional area; and

- However, there is a sixth, very different CBA worth mentioning separately…

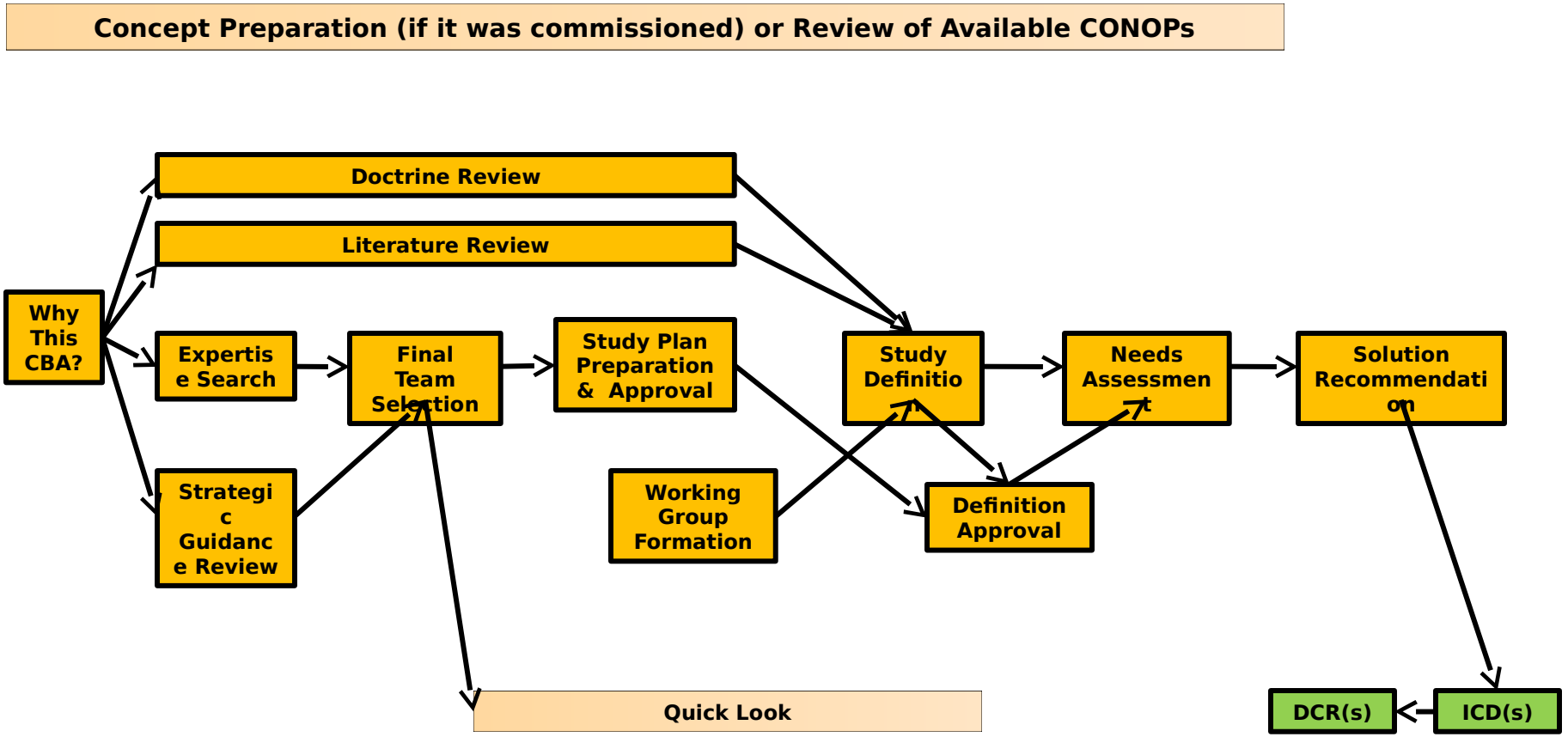
The “Quick Turn” CBA

- Not to be confused with a “normal” CBA, the “Quick Turn” CBA uses a **completely** different approach:
  - Previous taxonomy still applies
  - **Normally accomplished in 30 to 60 days**
  - Requires significantly different approach – oriented towards time compression
  - **May become the norm – JROC may require ALL future CBAs be completed in 30 to 180 days (due to faster-changing capability needs)**
- A detailed description of the Quick Turn CBA characteristics begins on page 68 of the CBA Users Guide while the appendix includes a sample Quick Turn CBA done on biometrics.

Why Do a “Quick Turn” CBA versus a “normal” CBA?

- To address an imminent budget or programming action
- To break a bureaucratic logjam
- To react to an unexpected budget or program event
- To address an emerging need
- To settle a disagreement
- To pull together a set of disparate examinations and studies

What's the Next Step? CBA Flow: Serial & Parallel Taskings



Knowledge Review

- Please select correct answer.
  - "Quick turn CBAs" are performed like a "normal" CBA and contain the same elements?

A. True
B. False

Reflective Question

- Which of the following is (are) example(s) of “Breakout Approaches” to materiel solutions? Why? If not, why not?
  - The Digital Television

  - The Communications Satellite

  - The Electric Car

  - The Hand-Held Calculator

Lesson #1 Summary

- Insert link to PDF Lesson #1 Summary document here

Lesson #1 Test Questions – ELO #1

1. The CBA is the JCIDS _____ Process.
   a. **Analysis**
   b. Proscriptive
   c. Resource Allocation
   d. Joint Doctrine

2. Which step is not part of the CBA's "Boiled Down" essence?
   a. "What are we talking about?"
   b. **"What is our future guidance?"**
   c. "How good are we at it?"
   d. "What should we do about it?"

Lesson #1 Test Questions – ELO #1 (continued)

3. CBAs identify all but which of the following:
   a. Possible non-materiel solutions
   b. Operational risks
   c. Materiel solution support capabilities
   d. Shortfalls in existing systems

4. CBAs answer several key questions for:
   a. The Program Manager
   b. The Validation Authority
   c. The OT&E Authority
   d. The OSD AT&L

Lesson #1 Test Questions – ELO #2

1. IAW CJCSI 3170.01G, 1 Mar 2009, all current approved ICDs require a CBA as supporting analytical documentation.
   a. True
   b. False

2. Which of the following are materiel solutions to capabilities gaps?
   a. Evolutionary
   b. Informational/Transient
   c. Breakout
   d. All of the above

Lesson #1 Test Questions – ELO #2

3. Results of approved CBAs directly support the Milestone Decision Authority (MDA)?
   a. True
   b. False

4. In addition to JROC direction, ICDs and DCRs can result from the following:
   a. Specified hardware evolutionary upgrades
   b. Technological opportunities
   c. Both of the above
   d. Neither of the above

Lesson #1 Test Questions – ELO #3

1. How long does it normally take to perform a Quick Turn CBA?
   a. 60 to 180 days
   b. 30 to 60 days
   c. 30 to 90 days
   d. 60 to 90 days

2. The Quick Turn CBA's emphasis is on:
   a. Analytical rigor
   b. Timeliness
   c. Depth
   d. Breadth

Lesson #1 Test Questions – ELO #3

3. Which of the following is not a reason to do a Quick Turn CBA?
   a. To consolidate various studies
   b. To analytically backfill an existing system
   c. To react to an emerging need
   d. To circumvent the bureaucracy

4. The Quick Turn CBA uses the same analytical rigor as a normal CBA, just in a shorter time.
   a. True
   b. False